



NEWSLETTER STAND

Sharing resources and promoting training
and education for professional development

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2000-2001

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President's Letter

October 2001

Dear Colleagues:

No, it isn't a typographical error! It is the October issue of our STAND Newsletter. Thanks to Larry's persistence, I finally demanded time of myself to sit down and type this letter for the newsletter.

As I reflect on last year, September 11, 2001 comes to mind. This was a tragic day for all Americans. Thanks to all the STAND members who participated in any way to come to the assistance of America! United We STAND!

Kudos to Alan Kovitz, Mid-Atlantic Development, on the informational and exhilarating presentation at our last meeting.

Please take a few minutes to read the newsletter. As usual, Larry has compiled another informative newsletter. I particularly enjoyed reading the article on "Budget-Draining Mistakes to Avoid When Planning Training", suggestion No. 5. Also, check out the announcement for the Career Development Mentoring Program--2002: Another way to avoid Trainer burnout, be a Volunteer Mentor/Mentee.

Before I close, I want to remind you to renew your STAND membership! The application is included in this newsletter.

I look forward to seeing you at our next STAND meeting on Friday, January 11, 2002, 9:30 a.m.-12:00 p.m. at the Paradee Building in Dover. Our presentation will be on basic terrorism preparedness.

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Training News

Budget-Draining Mistakes to Avoid When Planning Training

In anticipation of our next STAND meeting, I was surfing the net the other day looking for information on training ROI when my search engine spit out an unexpected hit. It was an article titled "Training? Don't waste your money!" by Nancy Chase (*Quality Magazine*, Nov. 1998 issue).

I guess it was the impractical, at least to my way of thinking, message of the title seemed to imply that caught my attention. The article, however, turned out to be quite enlightening. What made it interesting was that it did not simply stress how important training is and how training cuts only hurt an organization the long run. Instead, it pointed out common ways in which training money is spent *ineffectively*.

What follows is a summary of five of the ways training planners often waste money, as pointed out in the article.

1. Using training to solve nontraining related issues

Unfortunately, training will not solve all the problems in the workplace. The first step any organization should take in tackling problems they face is to investigate their causes. Many factors can cause poor performance in an organization. And unless those factors are related to employees' skills or knowledge, additional training is not going to be useful.

2. Training the wrong people

Make sure the training is getting to the right audience.

3. Ignoring implementation

Just providing the training is not enough. Trainees need to be given the opportunity and encouragement to apply their new skills.

4. Failing to provide training when it is needed

We should consider the cost of losses in potential gains in productivity and quality when employees are not given the training they need.

5. Fragmenting your training focus

Training needs to be planned out with long term strategic goals in mind, not based on "hot issues" of the day that come and go. To make sure that training has long lasting effects, training seminars that are crucial to strategic goals should not be listed as "optional." Too often, optional is interpreted as "it doesn't really matter."

The tough economic situation of training in the State of Delaware requires that we take a tough look at the training we provide. We have to ask ourselves, are we committing any of these mistakes? That there will be cuts in our training budgets in the upcoming year is inevitable; but, if we are smart, we can make the cuts where they make the most sense.

(To get a copy of Chase's article visit the following web site:
<http://www.qualitymag.com/articles/1998/nov98/1198tt.html>)

Trainer's Corner: Avoiding Trainer Burnout

Avoiding Trainer Burnout! That was the topic of the icebreaker for our September general meeting. As part of their introductions, fellow STAND members talked about some of the things they do to relieve the tension and stress that comes with training and what they do to re-energize their work. As always, the list we came up with is very interesting and worth sharing. Please take a look at what people said and maybe you will see something you can use the next time you feel "burned out." Thanks!

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|--|--|---|
| ? Use a variety of tools | ? Be a lifelong learner | ? Schedule time for research and development and practice |
| ? Take vacation | ? Incorporate Humor | ? Play music |
| ? Pacing | ? Change examples | ? Go out to dinner |
| ? Look within - believe in the value of what you have to offer | ? Find new resources | ? Take time to learn |
| ? Go to training | ? Learn something new and share it | ? Find some Quiet Time |
| ? Have a network of support | ? Think outside the box | ? Exercise |
| ? Innovate | ? Increase trainers and topics | ? Change |
| ? Get energy from the trainees | ? Meditate | ? Pedicure |
| ? Get more interactive | ? Take a hot bubble bath | ? Keep it fresh |
| ? Learn from the group | ? Use new pictures, graphs, etc. in Powerpoint presentations | |
| ? Try new techniques | ? Get a massage | |

Committee Reports

Program Committee

Upcoming Events

November 9, 2001—General Meeting

Topic: Making Training & Development Work For You:
A Determination of Return On Investment

Location: U of D Paradee Building

Time: 9:30 AM – 12:00 PM

Description:

Alan Kovitz from Mid-Atlantic Development will make a presentation on Return of Investment covering these topics:

- ? Discussion on Determining Desired Outcome (Return)
- ? The Law of Process-Where Does Your Organization Stand?
- ? Why Attitude is the Determining Factor in Change and ROI
- ? The Success Formula - $ASK + G = PBC \rightarrow IR$
- ? Follow-Up To Ensure Desired Outcome (IR or Improved Result)

January 11, 2002

Topic: Basic Terrorism Preparedness

Location: U of D Paradee Building

Time: 9:30 AM – 12:00 PM

Description:

Presenter Mary Perkins will provide an overview of the Division of Public Health's train-the-trainer program on **basic terrorism preparedness**. The program will cover some historical background; information on specific terrorist chemical, biological, and radiological agents; and how residents can recognize an incident and protect themselves. The session will conclude with information on what DPH is doing to prepare.

Membership Committee

Our Membership V.P. Hope Ellsworth reports that we currently have 132 paid members for fiscal year 2001.

Treasurer's Report

As of July, our treasurer, Bill Tyson, reports that we have \$4,389.49 in total assets.

Leadership
and
Learning
are
Indispensable
to
Each other.

*John F. Kennedy,
1963*

Book Reviews

Facilitator's Guide to Participatory Decision Making

By

Sam Kaner with Lenny Lind, Catherine Toldi, Sarah Fisk, and Duane Berger
(1996, ISBN 0-86571-347-2)

This workbook style manual contains lots of visual descriptions and tips for facilitation techniques to support groups to keep struggling through the "Groan Zone." Successful groups then move into the "Convergent Zone" once they can include each other's perspectives in their thinking. The facilitation techniques help groups to synthesize seemingly opposing alternatives into an integrated solution - a win-win that works for everyone.

This book review was provided by member Annie Norman

Special Announcements

Career Development Mentoring Program— 2002: Calling for Volunteers

SPO is about to begin the second year of its Career Development Mentoring Program and is looking for committed volunteers to be mentees and mentors.

The program is designed to help motivated state employees to develop their careers by facilitating mentoring relationships with experienced state employees.

For more information about this program, please contact Gregory Chambers or Gedehma McClain at 577-8977.

Interesting Web Pages

At our most recent meeting, Joe Hickey mentioned an article that was published in the November issue of *Governing* magazine. This article talks about how, contrary to common practice, training the employees you already have becomes even more critical in times of economic cutbacks. That is something we all know, but it is nice to hear other people say. Several people have asked to receive copies of this article. Well, I have discovered that this magazine is actually published on-line. If you would like to get a copy of this article or you want to find out what other states around the country are doing, check out the website below:

<http://governing.com/>

STAND MEMBERSHIP

It is that time of year again—time to renew your membership. Memberships for 2002 are due January 1st. Beat the rush and use the form below to send in your membership dues and renew your commitment.

Name: _____ Agency/Co.: _____
Address: _____ E-mail: _____
City: _____ State: _____ Zip: _____ Phone: _____

Dues: \$20 per year, payable to:

STAND

Fed. E.I. # 51-0319316.

Amount Enclosed: (1 or 2 yrs.): _____

How did you hear about us? _____

Please mail this form with your check to

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c/o Hope Ellsworth

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